

Headquarters  
Department of the Army  
Washington, DC  
30 August 1998

Management  
  
Army Strategic Management Plan

**Applicability.** This memorandum applies to Headquarters, Department of the Army (HQDA) and its field operating agencies.

**Proponent and exception authority.** The proponent of this memorandum is the Director of the Army Staff, who has the authority to approve exceptions to this memorandum that are consistent with controlling law and regulation. Proponents may delegate the approval authority, in writing, to a division chief under their supervision within the proponent agency who holds the grade of colonel or the civilian equivalent.

	Paragraph	Page
Purpose .....	1	1
References .....	2	1
Explanation of abbreviations and terms .....	3	1
Responsibilities .....	4	1
Plan function .....	5	2
Annual renewal .....	6	2
SMP link to DOD’s strategic plan and the PPBES .....	7	3
Appendix A .....		4
Glossary .....		5

- 1. Purpose**  
This memorandum establishes the Army Strategic Management Plan (SMP), an approach to help the Secretary of the Army and Chief of Staff, Army manage key undertakings important to realizing the Army vision.
- 2. References**  
Required and related publications are listed in appendix A.
- 3. Explanation of abbreviations and terms**  
Abbreviations and special terms appear in the glossary.
- 4. Responsibilities**  
*a. Plan administration.* The Assistant Vice Chief of Staff will manage the SMP with analytical and administrative support from the Director of Program Analysis and Evaluation through the Chief, Program Development Division.

*b. Functional participation.* HQDA principal officials listed below will each prepare and execute an agency action plan as a component of the SMP as provided in implementing instructions.

(1) Assistant Secretary of the Army (Financial Management and Comptroller) through the Deputy Assistant Secretary of the Army for Budget.

(2) Assistant Secretary of the Army (Research, Development, and Acquisition) through the Military Deputy to the Assistant Secretary of the Army (Research, Development, and Acquisition).

(3) Director of Information Systems for Command, Control, Communications, and Computers.

(4) Deputy Under Secretary of the Army (International Affairs).

(5) The Inspector General.

(6) Chief, Legislative Liaison.

(7) Chief, Public Affairs.

(8) Director of the Army Staff through the Director of Program Analysis and Evaluation and the Director of Management.

(9) Deputy Chief of Staff for Intelligence.

(10) Deputy Chief of Staff for Logistics.

(11) Deputy Chief of Staff for Operations and Plans.

(12) Deputy Chief of Staff for Personnel.

(13) Assistant Chief of Staff for Installation Management.

(14) Chief of Engineers.

(15) The Surgeon General.

(16) Chief, National Guard Bureau through the Director, Army National Guard.

(17) Chief, Army Reserve.

*c. Senior leader review.* As scheduled by the Chief of Staff, plan participants (para 4b, above) and HQDA principal officials listed below will participate in periodic reviews of the SMP:

(1) Under Secretary of the Army.

(2) Vice Chief of Staff, Army.

(3) Assistant Secretary of the Army (Civil Works).

(4) Assistant Secretary of the Army (Financial Management and Comptroller).

(5) Assistant Secretary of the Army (Installations, Logistics and Environment).

(6) Assistant Secretary of the Army (Manpower and Reserve Affairs).

(7) Assistant Secretary of the Army (Research, Development and Acquisition).

(8) General Counsel.

(9) Administrative Assistant to the Secretary of the Army.

(10) Director of the Army Staff.

(11) Assistant Vice Chief of Staff, Army.

## **5. Plan function**

*a.* The Secretary of the Army and Chief of Staff, Army use the SMP to manage key undertakings important to realizing the Army vision. They assess performance under the plan and bring senior leader focus and resources to bear where needed by assembling HQDA principals quarterly for an offsite review.

*b.* The SMP focuses on achieving selected performance initiatives and planned economies tied to the Army mission, vision, and planning guidance. It establishes goals, strategies, and cross functional long term objectives to guide the endeavor. It catalogs performance measures as an aid in gauging progress. Through action plans of HQDA staff agencies, the SMP adds complementary agency strategies and agency long- and short-term objectives that, when achieved, carry out the HQDA strategy. Long-term objectives are to be met during the current Program Objective Memorandum. Established anew at the start of each fiscal year, short term objectives state what each agency intends to complete by fiscal year end.

## **6. Annual renewal**

Before the start of each fiscal year, the Chief of Staff, Army validates SMP goals, strategies, and long-term

objectives. The aim is two-fold. First, it assures SMP goals and strategies remain in sync with the Army mission and vision. Second, it provides the basis for agency determination and HQDA validation of annual short term objectives. HQDA records the changes in the plan database and as a revision to SMP implementing instructions. The database receives quarterly updates concurrently with each review and interim updates as required.

**7. SMP link to DOD's strategic plan and the PPBES**

*a.* The Government Performance and Results Act (GPRA) of 1993 requires that DOD and most other Federal agencies submit a strategic plan for agency program activities to the Office of Management and Budget and to the Congress. DOD meets this requirement using the Quadrennial Defense Review (QDR). In further compliance with GPRA, the Office of the Secretary of Defense (OSD) incorporates DOD corporate goals reflecting the QDR and a Department mission statement into the Planning, Programming, and Budgeting System (PPBS). The GPRA strategic plan and its related performance plan—in a function shared with DOD's long-standing PPBS—provide an overall guide to the formulation and execution of the defense budget.

*b.* The SMP links to DOD's GPRA goals and the QDR. It also links to the Planning, Programming, Budgeting, and Execution System (PPBES), the Army's component of DOD's PPBS. The SMP has a narrower managerial focus that addresses selected policy and resource driven initiatives. The SMP manages these initiatives not only to realize the Army vision but to meet performance objectives of DOD corporate goals.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

This section contains no entries.

#### **Section II**

##### **Related Publications**

A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

Army Financial Report, Fiscal Year 1997

Stewardship for an Army in Transformation

**AR 1-1**  
Planning, Programming, Budgeting, and Execution System

**AR 11-32**  
Army Strategic Planning Process

**CJCSI 3100.01**  
Joint Strategic Planning System

**OMB Circular A-11, Part 2**  
Preparation and Submission of Strategic Plans

Army Vision 2010

Defense Planning Guidance

Defense Reform Initiative Report, (November 1997)

**5 USC 306**  
Government Performance and Results Act, 5 United States Code (USC) 306  
GPRA Performance Plan for FY 1999, DOD Annual Report to the President and Congress  
Installation Vision 2010  
Program Objective Memorandum  
Report of the Quadrennial Defense Review, (May 1997)  
The Army Plan  
Joint Vision 2010

#### **Section III**

##### **Prescribed Forms**

This section contains no entries.

#### **Section IV**

##### **Referenced Forms**

This section contains no entries.

## **Glossary**

### **Section I Abbreviations**

**APG**

Army Planning Guidance

**APGM**

Army Program Guidance Memorandum

**ASPG**

Army Strategic Planning Guidance

**BES**

Budget Estimates Submission

**CJCSI**

Chairman of the Joint Chiefs of Staff Instruction

**DA**

Department of the Army

**DACS-DPD**

Chief, Program Development Division, Program Analysis and Evaluation Directorate, Office of the Chief of Staff, Army

**DOD**

Department of Defense

**GPRA**

Government Performance and Results Act

**HQDA**

Headquarters, Department of the Army

**MACOM**

Major Army Command

**OMB**

Office of Management and Budget

**OSD**

Office of the Secretary of Defense

**POM**

Program Objective Memorandum

**PPBES**

Planning, Programming, Budgeting, and Execution System

**PPBS**

Planning, Programming, and Budgeting System

**QDR**

Quadrennial Defense

**SMP**

Strategic Management Plan

**TAP**

The Army Plan

**USC**

United States Code

**Section II****Terms**

This section contains no entries.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

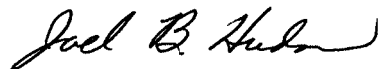
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